



The Innovations in American Government Awards



For Immediate Release

April 28, 2004

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BALTIMORE'S CITISTAT PROGRAM IS A FINALIST FOR PRESTIGIOUS INNOVATIONS IN AMERICAN GOVERNMENT AWARD

Program ensures wise use of city resources, monitors accountability at all levels of government; eligible for \$100,000 prize

(CAMBRIDGE, MA) – For its successful efforts to improve the allocation of scarce public resources, and hold managers and workers accountable for meeting the needs of citizens, Baltimore's CitiStat program has been named one of 15 finalists for the highly esteemed Innovations in American Government Award, a program of the Ash Institute for Democratic Governance and Innovation at Harvard University's Kennedy School of Government. The program is now eligible to win \$100,000 in what is often referred to as "the Oscars" of government award programs.

Begun in 2000, the program regularly reviews every aspect of Baltimore's government – from employees' use of overtime and sick leave, to trash collection and snow removal –ensuring that the city is meeting the needs of its citizens.

Bimonthly meetings between agencies, the mayor, the first deputy mayor and members of his cabinet serve as a key component of CitiStat. Before the meetings, agencies are required to submit performance reports, which are compared to data from the city's 311 Call center, an independent body that manages service requests from citizens.

By creating a structure within which city leaders can regularly assess performance and quickly make improvements, CitiStat has significantly improved the Baltimore city government's responsiveness. The participation of cabinet officials ensures intergovernmental communication and cooperation is maintained and keeps the administration on track to meet its goals.

"CitiStat doesn't just have our recognition, it is recognized as a cutting-edge program by others," said Stephen Goldsmith, a former winner of the Innovations Award and currently Professor of the Practice of Public Management at the John F. Kennedy School of Government at Harvard University. "Representatives from more than 100 local, state, federal and international government entities have visited Baltimore to find out how the CitiStat model could work for them."

The program has reduced overtime, saving a total of \$20.9 million – an important feat as state and local governments across the nation work to close the largest cumulative budget gaps since World War II. Within certain agencies, the program has also reduced absenteeism by half.

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Through the city's 48-hour pothole abatement guarantee, pothole complaints have decreased considerably. Towing of abandoned vehicles has increased 22 percent and the city has removed four times as much graffiti as it did two years ago.

The city also achieved an annual savings of \$9 million by contracting out building security, customer service and health and clinic services. To round out its successes, integrating data from the city's call center into CitiStat ensured the resolution of 700,000 citizen service requests out of a total of one million – without the loss of a single call.

"CitiStat is a national role model for how governments can improve responsiveness," said Patricia McGinnis, President and CEO of the nonpartisan, nonprofit Council for Excellence in Government. "By providing agency heads with real-time performance data, it allows them the opportunity to make wise decisions when it comes to resources. And it allows them to make changes not year- to- year or month- to- month, but week to week."

Citizens can log onto the CitiStat website to read reports and updates on Baltimore city government's progress and the key initiatives.

Baltimore's CitiStat was one of nearly 1,000 applicants for the 2004 Innovations in American Government Award. Each of the 15 finalists will deliver a public presentation before the National Selection Committee at Harvard University on May 12, 2004. For more information about the presentations and how to view them on the Internet, please visit www.ashinstitute.harvard.edu. After a full day of presentations the committee will select five winners, which will be announced on July 28, 2004 at the Excellence in Government 2004 Conference, in Washington, DC. Each winning program will receive a \$100,000 grant to encourage replication of its innovation in other jurisdictions.

About the Innovations Award

The Innovations in American Government Awards program, now in its 17th year, is a program of the Ash Institute for Democratic Governance and Innovation at Harvard University's Kennedy School of Government. The award is administered in partnership with the Council for Excellence in Government.

The Ash Institute for Democratic Governance and Innovation at Harvard University's John F. Kennedy School of Government fosters excellence in government around the world in order to generate and strengthen democracy. Through its awards program, research, publications, curriculum support, and global network, the Institute champions critical milestones in creative and effective governance and democratic practice.

The Council for Excellence in Government is a national, nonprofit, nonpartisan organization whose mission is to improve government performance by strengthening results-oriented management and creative leadership in the public sector, and to build understanding by focusing public discussion on government's role and responsibilities.

For more information on the Innovations in American Government program and this year's finalists, please visit www.ashinstitute.harvard.edu or www.excelgov.org.